

Headquarters U.S. Air Force

Integrity - Service - Excellence

Achieving EO 13423 Goals Through the AF EMS



**Ms. Karen Winnie, AFCEE/TDNC
Mr. Kerry Settle, AMC/A7AN
6 May 2009**

U.S. AIR FORCE

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 06 MAY 2009		2. REPORT TYPE		3. DATES COVERED 00-00-2009 to 00-00-2009	
4. TITLE AND SUBTITLE Achieving EO 13423 Goals Through the AF EMS				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Air Force Civil Engineer Center,AFCEE/TDNQ,2261 Hughes Ave., Suite 155,JBSA Lackland,TX,78236				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES Presented at the NDIA Environment, Energy Security & Sustainability (E2S2) Symposium & Exhibition held 4-7 May 2009 in Denver, CO.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 15	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



U.S. AIR FORCE

Overview

- **Background**
- **Plan of Attack**
- **Plan → Do → Check → Act Strategic Plan**
- **Conclusion**



U.S. AIR FORCE

Our Mission

A grayscale background image featuring a large globe in the center. Surrounding the globe are various elements representing the Air Force's mission: a fighter jet in flight, a satellite in space, a missile launch, and a group of personnel in the foreground.

**“The mission of the United States Air Force is to
*fly, fight and win...*in air, space and cyberspace.”**

Integrity - Service - Excellence



U.S. AIR FORCE

AF Installations World-Wide



Integrity - Service - Excellence



U.S. AIR FORCE

Environmental Management System (EMS)

- **EO 13423 (H.R.1105 Omnibus Appropriations Act, 2009, Sec. 748)**
- **“All appropriate facilities will use EMS as the primary management approach for addressing environmental aspects of internal agency operations and activities.”**
 - **For the AF, “appropriate facilities” effectively equates to “installations”**
 - **Mandates „fully implemented” by Dec 09**
 - **“Fully implemented” is self-certification**
- **DODI 4715.17, *Environmental Management System*, published 15 Apr 07**
- **AFI 32-7001, *Environmental Quality*, final draft**



U.S. AIR FORCE

Environmental Management System (EMS)

- **Enhanced way to manage our Natural Infrastructure (NI) – it's a Wing program**
 - **Manage NI compliance and sustainment requirements**
 - **Achieve Mission – FLY – FIGHT – WIN**
- **Holistic management concept / approach, not a computer program**
- **Used for continual improvement by increasing env capabilities**
- **ESOH Council is key to success!**





U.S. AIR FORCE

EMS Transformation Initiative

- **Standardized management system for continually improving operational capability by reducing ESOH constraints (risks/impacts/costs)**
 - **Sustain natural infrastructure assets**
 - **Optimize business processes**
 - **Create effective performance measures**
- **5 Working Groups:**
 - **Organizational EMS**
 - **Performance Measures & Communication**
 - **EMS Playbook (And AFI)**
 - **ESOH MS Assessment Playbook (And AFI)**
 - **IT Solution (Common Solution Set)**



U.S. AIR FORCE

Plan of Attack

- **Organizational EMS**
 - **OFEE EMS guidance for “Organizational EMSs” applies to multiple sites/levels of an organization**
 - **AF identified 3-level EMS organizational structure (HQ Air Staff, Major Command, & Installation)**
 - **EMS Playbook outlines roles/responsibilities for 3 functional levels**





U.S. AIR FORCE

Plan of Attack Cont'd

- **Performance Measures & Communication**
 - **Mixed media to spread EMS news**
 - **Consolidating various performance measuring/reporting requirements (EMS, Energy, LEEDs)**
 - **Monthly reporting on EMS implementation status**
- **EMS Related AFIs**
 - **AFI 32-7001 – formally establishes AF EMS program (ISO 14001-conforming)**
 - **AFI 90-803 – establishes 3-tiered ESOH “Checking” process**





U.S. AIR FORCE

Plan of Attack Cont'd

- **NEW Environmental, Safety, Occupational Health Compliance Assessment and Management Program (ESOH CAMP)**
 - **Streamlined, smaller footprint, & less impact on daily ops**
 - **Focus: Highest compliance vulnerabilities & mgt practices**
 - **External assessments (3 years) will perform mandatory Environmental Management System (EMS) audit**



U.S. AIR FORCE

Plan of Attack Cont'd

- **EMS Playbook – takes the “what” of the AFIs and describes the “how”**
 - Provides example documents
 - Video illustrations
 - Links to other information sources
- **IT Solution (Common Solution Set)**
 - Group identified desired EMS info management capabilities
 - One platform that provides AF-wide visibility of EMS components (i.e., performance monitoring, document control)

Top Ten Items
1. Web-based
2. Manage Aspects
3. Document Management and Version Control
4. Scoring Aspects
5. Report Capabilities
6. Allows Demonstration of Conformance
7. Document Objectives and Targets
8. Assign and Track Tasks
9. Create EMPs
10. Online EMS Manual

Draft AF/A7C Strategic Plan – Goal 3.3.b Implement EMS AF-Wide

PLAN

M-7a Kickoff - Develop charter and plan to implement a standardized AF EMS model that incorporates NIM principles and supports Asset Management (Oct 08)

Set Up Asset Mgmt training for M7A team members (Oct 08)

Identify working groups (WGs) and deliverables (Oct 08)

Organizational EMS WG – Develop policy document for 3 tier hierarchical EMS (Oct 08-Feb 09)

Performance & Communication WG – Provide EMS implementation communications support – Identify EMS communications tools (Feb 09)

EMS Playbook (M7A) WG – BAH drafts Playbook (Nov 08-Jan 09)

ESOHMS Assessment (formerly worked by M7B) WG – Finalize team members . BAH drafts ESOHMSA Playbook (Nov 08-Mar 09)

Performance & Communication WG – Work with AFCEE Sustainability Team on identifying AF-wide performance metrics (Jan 09 – Jul 09)

IT Solution Working Group - IT requirements and possible candidate capabilities providers identified (May 09)

AFCEE develop monthly WAR Item – EMS Implementation Status (Dec 08)

Staff AFI 32-7001 Coordination -- Maj Carley identify requirements for final coordination at Air Staff (Feb 09)

DO

Approve charter , working groups begin implementation (Oct 08)

Conduct Asset Mgmt training, conduct brainstorming for NI AMP (Nov 08)

Review AMP Structure and provide input on EMS requirements for AM (Dec 09)

MWH draft NI AMP. AFCEE SMEs, MAJCOM, and base POCs provide input & participate in AMP engine room (Jan 09)

EMS Forum members, M7A Team & WGs meet monthly (teleconferences and/or in person) to discuss implementation status (ongoing indef – req'd for program mgmt)

Organizational EMS WG - Distribute policy document describing 3 levels of the AF Organizational EMS (Feb 09)

Performance & Communication WG – Works w/AFCEE Sustainability Team to develop holistic metrics (Jul 09)

Performance & Communication WG – Provide sample communications tools, publish articles in AF journals, identify management incentives (May 09)

IT Solution Working Group - IT requirements and possible candidate capabilities providers identified (May 09)

EMS Playbook (M7A) WG –review and provide comments to Playbook (Feb 09)

Set up contract to conduct independent EMS audits to ensure EMS implementation progressing IAW requirements (Jun 09)

Obtain AFI 32-7001 Coordination -- Maj Pat Carley works coordination (Apr 09)

Implement Monthly War Report Item – EMS Implementation Status (Jan 09)

CHECK

Review Monthly EMS implementation status , provide update to A7CA (ongoing thru Dec 09)

Review next semi-annual DOD EMS Implementation Metrics Report , provide update if requested for HAF ESOHC (Aug - Dec 09)

Hold M-7a Workshop and review status of WGs and M7A direction (Apr 09)

M7A Team/EMS Forum conduct monthly meetings (teleconferences and/or in-person) to review deliverables status and general items of discussion (ongoing indef – EMS maintenance activity req'd for sound program management)

Conduct EMS audits of sample of AF installations to ensure EMS implementation progressing on track IAW requirements (Sep 09)

Conduct EMS audits of those AF installations whose MAJCOMs can not support 2nd party audit requirements in order to ensure EMS implementation progressing on track IAW requirements (Sep - Oct 09)

IT Solution Working Group - IT capabilities/requirements identified. Viable candidate systems identified. Proper CEIO approval process implemented - includes EMS specific reqmnts, next gen IT, ESOH MIS, training LMS, etc). Paperwork initiated Sep 09

ACT

Review Monthly EMS Implementation Status (ongoing thru Dec 09)

Review semi-annual DOD EMS Implementation Metrics Report (Aug 09)

Conduct final review of ESOHMSA WG Playbook (Aug 09). Publish Nov 09

Conduct final review of EMS Playbook (Aug 09). Publish Nov 09

Conduct EMS Audits of sample of AF installations to ensure EMS implementation progressing on track IAW requirements (Sep – Oct 09)

IT Solution Working Group - IT requirements implemented (indef - includes EMS specific reqmnts, next gen IT, ESOH MIS, training LMS, etc)



U.S. AIR FORCE

Lessons Learned

- **Online document control and training is the most efficient way to reach entire work force**
- **Keep the number of objectives and targets small – maintain management focus on the most critical issues**
- **EMS is perceived as an environmental program versus an installation-wide program management system**
- **Limited personnel resources, personnel turnover, unit deployment, and lack of time**
- **Senior management support and interest is crucial to a successful EMS**



U.S. AIR FORCE

Conclusion

- **Finalize/publish AFIs for EMS and ESOHCAMP**
- **Finalize/publish EMS Playbook**
- **Continue to work on integrating EMS and Natural Infrastructure Management (NIM)**
- **Develop holistic installation performance measurement scorecard (EMS, NIM, LEEDs, Energy)**
- **Implement management system-focused streamlined ESOHCAMP**
- **Installations incorporate EO 13423 goals as EMS objectives**
- **Develop and deploy IT Tool**



U.S. AIR FORCE

Questions???

Karen Winnie

AFCEE/TDNQ

DSN 240-2598

(210) 536-2598

Karen.Winnie@brooks.af.mil

Abstract ID # 8047

“Achieving EO 13423 Goals Through the AF EMS”